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## CERTIFICATION REGARDING LOBBYING

### Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

#### \* APPLICANT'S ORGANIZATION

University of Southern California

#### \* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix:  \* First Name:  Middle Name:

\* Last Name:  Suffix:

\* Title:

\* SIGNATURE:

\* DATE:

## Application for Federal Assistance SF-424

\* 1. Type of Submission:

- ☐ Preapplication  
☒ Application  
☐ Changed/Corrected Application

\* 2. Type of Application:

- ☒ New  
☐ Continuation  
☐ Revision

\* If Revision, select appropriate letter(s):

\* Other (Specify):

\* 3. Date Received:

05/24/2021

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

### 8. APPLICANT INFORMATION:

\* a. Legal Name:

University of Southern California

\* b. Employer/Taxpayer Identification Number (EIN/TIN):

951642394

\* c. Organizational DUNS:

072933393

### d. Address:

\* Street1:

Department of Contracts and Grants

Street2:

3720 South Flower Street

\* City:

Los Angeles

County/Parish:

\* State:

CA: California

Province:

\* Country:

USA: UNITED STATES

\* Zip / Postal Code:

90089-0701

### e. Organizational Unit:

Department Name:

Office of the Provost

Division Name:

CWCI

### f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

\* First Name:

Kelly

Middle Name:

\* Last Name:

Petrey

Suffix:

Title:

Senior Threat Assessment Officer

Organizational Affiliation:

University of Southern California

\* Telephone Number:

(b)(6)

Fax Number:

\* Email:

(b)(6)

## Application for Federal Assistance SF-424

### \* 9. Type of Applicant 1: Select Applicant Type:

O: Private Institution of Higher Education

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

### \* 10. Name of Federal Agency:

Department of Homeland Security - FEMA

### 11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Targeted Violence and Terrorism Prevention

### \* 12. Funding Opportunity Number:

DHS-21-TTP-132-00-01

\* Title:

Fiscal Year (FY) 2021 Targeted Violence and Terrorism Prevention (TVTP)

### 13. Competition Identification Number:

Title:

### 14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

### \* 15. Descriptive Title of Applicant's Project:

Developing and Implementing Threat Assessment and Management in the Healthcare Enterprise

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

**Application for Federal Assistance SF-424****16. Congressional Districts Of:**\* a. Applicant \* b. Program/Project 

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

**17. Proposed Project:**\* a. Start Date: \* b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="298,488.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="298,488.00"/>

**\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

**21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ \*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix:  \* First Name:

Middle Name:

\* Last Name:

Suffix:

\* Title: \* Telephone Number:  Fax Number: \* Email: \* Signature of Authorized Representative:  \* Date Signed:



USC University of  
Southern California

Patrick Prince  
Associate Vice Provost  
Chief Threat Assessment Officer

May 21, 2021

To Whom it may Concern:

I am writing to express my enthusiastic endorsement of the University of Southern California's (USC) application to the FY21 Targeted Violence and Terrorism Prevention (TVTP) Grant Program. We are excited to contribute to the enhancement of threat assessment and management capabilities both in Southern California and nationally. The project proposal, *Developing and Implementing Threat Assessment and Management in the Healthcare Enterprise*, will advance the Department of Homeland Security's goals of preventing targeted violence and terrorism with a much-needed focus on the healthcare system.

As the Chief Threat Officer and Associate Vice Provost for Campus Support and Crisis Intervention, I have overseen the creation and implementation of USC's threat assessment and management program. There have been a number of systemic barriers to expanding this program to the Keck Medical Center and throughout the healthcare system. I believe this grant will go a long way in overcoming many of the challenges we face. With a notable increase in concerning behavior, patient care terminations and incidents of workplace violence in our hospitals and clinics, it is critically necessary to train employees on threat assessment and management, active shooter preparedness, and the services that can be deployed to reduce the risk of targeted violence in our community. In addition, our colleagues in hospital safety and security across the country would also benefit from the training proposed.

USC wholeheartedly supports this proposal and has identified several internal resources to partner with for support including the Center for Risk and Economic Analysis of Terrorism Events (CREATE), the Institute for Creative Technology and the Center for Economic and Social Research. Additionally, we have the support of external partners including Los Angeles County+USC Medical Center and the Los Angeles Sheriff's Department in achieving the training goals outlined in this proposal.

USC will maintain its commitment to this work through the expansion of the Threat Assessment and Management Office and the services it provides to our community. In addition, our staff is deeply involved in the Association of Threat Assessment Professionals (ATAP) and are continually partnering with other colleges and universities to research current events, review literature, and assess best practices to revise and improve upon this work.

I would like to express my fullest support this proposal and the commitment of the University in the implementation of the program elements to enhance ongoing workplace safety. I highly recommend this project to DHS and look forward to hearing about its success.

Sincerely,

(b)(6)

Patrick Prince  
Chief Threat Officer and Associate Vice Provost

University of Southern California  
837 Downey Way, Los Angeles, California 90089 • Tel: 213 740 0243





# USC University of Southern California

DEPARTMENT OF PUBLIC SAFETY  
Assistant Chief Alma Burke  
Operations Bureau

May 24, 2021

To Whom it may Concern:

I am writing to express my endorsement of the University of Southern California's (USC) application to the FY21 Targeted Violence and Terrorism Prevention (TVTP) Grant Program. We are excited to contribute to the enhancement of threat assessment and management capabilities in Southern California, and nationally. The project proposal, Developing and Implementing Threat Assessment and Management in the Healthcare Enterprise will advance the Department of Homeland Security's goals of preventing targeted violence and terrorism, with a much-needed focus in the healthcare system.

As the Assistant Chief of Operations Bureau with the Department of Public Safety, I have overseen the collaboration with our Threat Assessment Team as vital. There have been many systemic barriers to expanding this program to the Keck Medical Center and throughout the healthcare system. With a notable increase in concerning behavior, patient care terminations and incidents of workplace violence in our hospitals and clinics, it is critically necessary to train employees on threat assessment and management, active shooter preparedness, and the services that can be deployed to reduce the risk of targeted violence in our community. In addition, our colleagues in hospital safety and security across the country desperately need the training proposed.

USC will remain committed to this work through the expansion of the Threat Assessment and Management Office and the services it provides to our community. In addition, our department is involved in the Association of Threat Assessment Professionals (ATAP) and are continually partnering with other colleges and universities and researching current events, literature, and best practices to revise and improve upon their work.

I would like to express my fullest support this proposal and the commitment of the University to excel in the work. I highly recommend this project to DHS and look forward to hearing about its success.

Sincerely

(b)(6)

Very truly yours,

Alma Burke

Assistant Chief, Operations Bureau  
University of Southern California  
Department of Public Safety  
3667 South McClintock Avenue  
Los Angeles, California 90089-1912

(b)(6)

**EDUCATION:**

<b>DPPD, Doctor of Policy, Planning, and Development</b> <b>Expected</b> University of Southern California	<b>05/2024</b>
<b>M.A. Social Work</b> <b>M.A. Public Administration</b> University of Southern California	<b>05/2018</b>
<b>B.A. Political Science</b> <b>Minor: Philosophy</b> California State University, Northridge	<b>05/2016</b>
<b>A.S. Fire Science/ Technology</b> Oxnard College, Oxnard CA	<b>05/2010</b>
<b>High School Diploma</b> Rowland Hall – Saint Marks School, Salt Lake City, UT	<b>06/2003</b>

**Employment Experience:**

<b>Security Investigations and Intelligence Analyst – Consultant</b> <i>Toyota North America</i> <i>Corporate Security</i> <ul style="list-style-type: none"><li>• Provided consultation on cases of potential workplace violence and external threats</li><li>• Conducted tabletop drills for Workplace Violence Threat Assessment and Active Shooter scenarios</li><li>• Conducted open source and Dark web intelligence acquisition and analysis for persons of concern</li></ul>	<b>11/2018- Present</b>
<b>Threat Assessment Officer</b> <i>USC Threat Assessment and Management</i> <i>Office of the Provost</i> <ul style="list-style-type: none"><li>• Developed and provided professional trainings on threat assessment and reducing online visibility/ vulnerability</li><li>• Developed and conducted trainings on Open Source Investigations</li><li>• Developed and taught curriculum for a 4-unit Social Work graduate course in Campus Threat Assessment Fall '19.</li><li>• Developed threat intake and tracking system for USC Threat Assessment and Management Office</li><li>• Case collaboration with USC Public Safety, LAPD, FBI, and Department of Mental Health</li><li>• Consulted with LAPD Threat Management and Mental Evaluation Units on USC cases</li><li>• Developed and provided “Threatening Behavior” presentations to USC academic and administrative units to help community recognize and identify behaviors of concern</li><li>• Created and maintained agenda log for Threat Team meetings and coordinated Team trainings</li><li>• Chapter Board Member- Association of Threat Assessment Professionals (ATAP)</li><li>• Contracted consultant for William S. Hart Union School District to review and recommend districtwide policy for threat assessment and management post Saugus High School shooting.</li></ul>	<b>09/2017- Present</b>
<b>Wildland Firefighter</b> <i>US Forest Service, Angeles National Forest</i> <i>Valyermo Hotshots</i> <i>Little Tujunga Hotshots</i> <ul style="list-style-type: none"><li>• Conducted physical site assessments for risk and vulnerabilities for emergency pre-planning and risk mitigation</li></ul>	<b>05/2010 – 04/2014</b>



- Line Emergency Medical Technician
- Fire Fighter T-1, Incident Commander T-5
- Conflict Resolution

**United States Marine**

**12/2004 - 09/2008**

***1<sup>st</sup> Reconnaissance Battalion***

- Combat Deployment, Fallujah, Iraq 09/2005 – 04/2006 – Security Detachment
- Combat Deployment, Fallujah, Iraq 04/2007 – 11/2007 – Line Company
- Honorable Discharge, Rank of Corporal
- Inactive Government Security Clearance, Secret Level
- Combat Veteran (Combat Action Ribbon recipient)
- Training Non-Commissioned Officer
- Assistant Team Leader

**ADDITIONAL TRAINING AND QUALIFICATIONS:**

**MSW Intern: LA Family Housing (Shelter)**  
***Veteran Grant and Per Diem Program***

**09/2017 - 09/2018**

**Intern: Social Work Services, Program Support Assistant**  
***Veterans Administration, Greater Los Angeles***  
***Sepulveda Ambulatory Care Center***

**04/2016 - 09/2016**

**Intern: United Way of Greater Los Angeles**  
***Home for Good***

**01/2015 - 06/2015**

**Intern: Field Representative for Veterans Affairs**  
***U.S. Congress District Office, CA-25***  
***Hon. Howard P. “Buck” McKeon***

**05/2014 - 12/2014**

**Social Work:** Risk of Violence Assessments; Trauma Focused - Cognitive Behavioral Therapy; Cognitive Processing Therapy; Seeking Safety; Mindfulness; Problem Solving Therapy; Verbal de-escalation

**Military:** Fundamentals of Marine Corps Leadership; Fundamentals of Leadership for the Marine Non-Commissioned Officer; Marine Combat Life Saver Course; Advanced Combat Life Support Course; Pre Hospital Trauma Life Support (PHTLS); SERE; Non-Violent Interrogation Techniques

**Fire and Medical:** Emergency Medical First Responder (Current); AHA CPR/AED, First Aid Certified (Current); Union Steward in Training; EMT-B Nationally Registered (Expired); Hazardous Materials First Responder Operational; Hazardous Materials First Responder Decontamination; IS-100: Introduction to Incident Command System: FEMA; IS-200: Incident Command 1: FEMA; IS-230d: Fundamentals of Emergency Management: FEMA; IS-700: National Incident Management System: FEMA; IS-800: National Response Framework: FEMA

**CONFERENCE AND TRAINING PRESENTATIONS:**

University of Southern California: Principles and Practice of Threat Assessment for Violence Prevention **11/2019**  
“Intelligence and Data Acquisition for Threat Assessment”  
Application of practice – Tabletop exercise

United States Postal Inspectors: “Violence Prevention and Threat Assessment”

**11/2019**

FBI & Joint Regional Intelligence Center: Campus Security Symposium  
“Open Source Investigation, Social Media Exploitation and Digital Footprint Management”

**09/2019**



FBI & Orange County Intelligence Assessment Center: School Resource Officer Training “Enhancing Threat Assessment through Social Media and Open Source Information”	<b>07/2019</b>
FBI: Threat Assessment Regional Evaluation Team: Annual Conference “Managing Homegrown Violent Extremist Threats; A Case Study”	<b>07/2019</b>
Joint Threat Assessment Training: Eastern Regional Conference “Hate Speech, Free Speech and Threat; Navigating the Quagmire”	<b>06/2019</b>
FBI: Infragard - Information Sharing Initiative Regional Briefing Panelist: “Insider Threats – Public, Private and Educational Sectors”	<b>06/2019</b>
Association of Threat Assessment Professionals: Los Angeles Chapter “Open Source Information: Investigative and Defensive Use for Threat Assessment Professionals”	<b>04/2019</b>
Association of Threat Assessment Professionals: Threat Management Conference “From Identification to Mitigation; a near miss case study” with LAPD and LA County DMH	<b>08/2018</b>

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# KELLY BATES PETREY

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(b)(6)

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## PROFESSIONAL SUMMARY

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Threat Assessment Professional with more than fifteen years' experience in campus law enforcement with a focus on threat assessment, education, and management. Recognized for advancing initiatives related to threat assessment, insider violence, cybersecurity strategy, gender violence, and diversity and inclusive excellence on campus. Proven success in collaborating and creating partnerships across campus and with community partners. Recognized for innovation and excellence in the areas of officer mental health and wellness, crisis management, and training.

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## SKILLS

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- |  |                                    |
|--|------------------------------------|
| • Threat assessment and management             | • Diversity & Inclusive Excellence |
| • Risk Assessment                              | • Branding and Website development |
| • Mental Health Education and Training         | • Curriculum development           |
| • Clery Compliance & Training                  | • Staff Development & Training     |
| • Community Policing                           | • Accreditation                    |
| • FERPA and HIPPA                              | • Office Management                |
| • SCT Banner, Maxient, EthicsPoint, & Awareity | • Conference & Event Planning      |

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## WORK HISTORY

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**Senior Threat Officer** 07/2020 to Current

**University of Southern California** – Los Angeles, CA

- Determines the existence of threats of violence towards members of the university community, whether on campus or off, by conducting appropriate risk assessments.
- Conducts interviews, investigates through social media, and partners with campus and local law enforcement for additional data such as weapons registration and past concerning issues and/or behavior(s).
- Identifies threats and develops and implements procedures for response management and coordination.
- Serves as a Subject Matter Expert (SME) and provides consultation, advice and information to university-wide stakeholders in matters of threat assessment and preparation.

- Serves on internal and external committees, boards and task forces, as necessary and advisable, to represent the university community's best interests.
- Participates on Threat Management Team and performs appropriate duties including regular meetings, ad-hoc assessments and team trainings, and management of cases involving violence risk.
- Conducts debriefing sessions with involved personnel upon completion of threat events to gather accurate and relevant information.

**Threat Assessment Manager, 04/2018 to 06/2020**

**Tufts University, Police Department – Medford, MA**

- Administration, investigation, and management of matters pertaining to the Tufts University Threat Assessment and Management (TTAM) Team
- Management of Awareness threat assessment database and TTAM website
- Conduct threat assessment and management training for Tufts faculty, staff, and students
- Oversee police officer mental health and wellness initiatives
- Conduct Mental Health First Aid (MHFA) training for police officers and community members
- Serve as the department liaison to Jed Foundation and Case Management Team committees
- Contribute to department policy, procedures, and accreditation documents
- Conduct police officer In-Service Training on threat assessment and management
- Liaise with community partners at Medford HUB
- Monitor social media and online sources and create content for department social media channels

**Threat Assessment Coordinator, 06/2016 to 03/2018**

**The Old Dominion University, Police Department – Norfolk, VA**

- Administration, investigation, and management of matters pertaining to the University's Threat, Education, Assessment, and Management Team (TEAM)
- Serve as police department liaison for University event planning; responsible for the coordination of special events, including planning, scheduling and staffing to ensure the safe and responsible deployment of police resources
- Serve as the department liaison to the Critical Incident Response Team (CIRT), Sexual Assault Response Team (SART), JED Foundation committee, and CARE team committee
- Department subject matter expert on open source investigations
- Contribute to department policies, procedures, and accreditation documents
- Conduct police officer in-service training on threat assessment, mental health, suicidality, and report writing
- Create and deploy threat assessment database and police department website

- Liaise with community partners to include the Norfolk Police Department, the Virginia State Police Fusion Center, the Federal Bureau of Investigation, and Naval Criminal Investigative Service
- 

**Senior Recruitment and Enrollment Specialist, 08/2014 to 06/2016**

**The George Washington University – Newport News, VA**

- Recruitment Specialist for the Security and Safety Leadership and Cybersecurity Strategy Information Management programs at GW's Hampton Roads Center
- Liaised with security and cybersecurity professionals in the Hampton Roads area
- Recognized for innovation in marketing materials as well as conference and event planning
- Served as the GW representative to Cybersecurity Protection Resources (CPR) of Coastal Virginia

**Associate Director of Academic Affairs, 08/2013 to 08/2014**

**The College Of William And Mary – Williamsburg, VA**

- Provide Registrar services for all MBA and MAcc students and programs,
- Manage the assurance of learning program, and designing, directing and implementing data collection systems for academic projects

**Administrative Associate, 06/2005 to 08/2013**

**University of Denver – Denver, CO**

Campus leader in the creation and implementation of research, policies and practices related to student of concern and threat assessment and behavior intervention on campus

- Identification and implementation of student conduct/threat assessment system
- Collaborator in the development of Campus Safety branding initiative and subsequent marketing material
- Effective organization and supervision of office operations and staff
- Successful marketing and alumni relations programming
- Successful recruiting for and administration of GIS Internship program
- Contributed to the training and development initiative for new and continuing adjunct faculty
- Contributed to improvements of New Student Orientation and programming for International Students
- Liaison for Performance Evaluation and Development System (PEDS)

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**EDUCATION**

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**Master of Professional Studies: Cybersecurity Strategy and Information Management, 2018**

**The George Washington University - Washington, DC**

**Master of Arts:** Higher Education, 2011

**University of Denver** - Denver, CO

**Bachelor of Arts:** Law and Society, 2009

**University of Denver** - Denver, CO

- Minored in Communication

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## AFFILIATIONS

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Association of Threat Assessment Professionals (ATAP), New England Chapter, Training Chair, 2018 - present; Massachusetts Association of Campus Law Enforcement Administrators (MACLEA), 2018 – present; International Association of Campus Law Enforcement Administrators (IACLEA), 2015 – present; College and University Police and Investigators Conference (CUPIC) presenter and staff, 2009 - present; Aurora Youth Commission, Adult Commissioner, 2006-2007; African Community Center volunteer; Project Education Sudan volunteer; American Cancer Society Daffodil Days Coordinator; Lambda Pi Eta National Communication Honor's Society; Women's Communication Network, Past-President, 2006-2007; Voices Columnist 2005-2009; Voices Contributor; The Women's College Alumni Association; Project Education Sudan Committee member; Global Philanthropy Fair Committee Member

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## CERTIFICATIONS

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- Mental Health First Aid Adult, Public Safety and Higher Ed Instructor
- Crisis Intervention Team (CIT) Coordinator
- Safe Chicks Self Defense Instructor
- Rape Aggression Defense Basic, Advanced and Keychain Instructor

## 1. Needs Assessment

Until recently, healthcare systems have not been considered high-threat targets in terms of extremism and targeted violence. A study of active shooter violence conducted by the FBI found that healthcare facilities have been victims of Active Shooter incidents at approximately the same rate as religious institutions which comprised over a fifth of Active Shooter incidents between 2000 and 2018.<sup>1</sup> In 2016, a survey by the International Association of Healthcare Security and Safety (IASSS) Foundation found healthcare workers 4 times more likely to be victims of workplace violence and 75% of all workplace violence happens to healthcare workers. Traditionally, the Emergency Department has been the most dangerous workplace outside of law enforcement, but we have seen a marked increase in concerning behavior and incidents of violence throughout the healthcare system, especially since the COVID-19 pandemic. In an FBI study of active shooter incidents between 2000 and 2013, incidents in the healthcare setting accounted for about 4% of all incidents (equal to houses of worship). In 2020 there was a slight decrease in hospital-based violence; however, in the first three months of 2021, there were three active shooter incidents in the healthcare setting, which suggests there will likely be a significant increase in these numbers.

The Keck Medical Center is a university-based healthcare system which brings academic excellence, world-class research, and state-of-the-art clinical care to the healthcare system. The Keck Medical Center community includes 711 Faculty Physicians, 1210 Total Nursing Staff, 26 Physician Assistants (PAs), 4226 Total Staff, more than 900 Residents and Fellows and 762 Medical Students. In 2019, U.S. News & World Report named Keck Medical Center of USC to its Honor Roll, ranking it #16 in the nation.

This connection to the University is notable as the FBI reports that 20.6% of all active shooter events occurred in the academic setting. Since the onset COVID-19 pandemic, we have seen an increase in reports of concerning behavior in the healthcare space and we believe hospitals have become a much more attractive target to Homegrown Violent Extremists (HVE) planned attacks. Nationwide, shooting events in hospitals have doubled in the past decade.<sup>2</sup> Compounding the issue, is the fact not all hospital-based shootings are categorized active shooter events.

Although many hospitals have Active Shooter protocols and awareness training in place, to our knowledge, none address the unique challenges and considerations in the healthcare setting. There are unique challenges to active shooter planning and preparedness, namely the open and easily accessible 24/7 nature of operations. In addition, there is a highly vulnerable population, many of whom are not ambulatory and cannot be evacuated. To further complicate these challenges, most clinicians and hospital staff are unwilling to leave their patients in the event of an emergency and will continue to administer to them even if their own safety is at risk. Hospital safety training must stress mental preparedness, planning, and situational awareness, but must also acknowledge that most caregivers will not leave their patients in the event of an emergency and will continue to administer to them even if their own safety is at risk.

<sup>1</sup> Quick Look: 277 Active Shooter Incidents in the United States from 2000 to 2018. Federal Bureau of Investigation, 2019.

<sup>2</sup> Kelen, Catlett, Kubit & Hsieh, 2012: Johns Hopkins, Annals of Emergency Medicine, 60(6), 790-798.

Hospital safety training must stress mental preparedness, planning, and situational awareness,



but must also acknowledge that most caregivers will not leave their patients in an active shooter scenario and may have a limited number of options to relocate their patients to a hiding place.

There are many resources available to support the Keck School of Medicine and Keck Hospital community members who have experienced threats or threatening behavior in the workplace. These resources include the Department of Public Safety, the Threat Assessment and Management Office, the Center for Work Family Life, Campus Support and Intervention, Counseling and Mental Health, the Ombuds, and others. Because of the siloed nature of the healthcare enterprise, we believe many faculty, staff, and students do not connect with these University wide resources that are highly utilized on our University Park campus.

It is essential for Keck Medical Center personnel to increase their knowledge of threat assessment and management, encourage reports of concerning behavior, and developing early intervention strategies to prevent incidents of targeted violence. We are seeking to enhance our training capability through a partnership with Sigma Threat Management who are experts in conducting needs assessments and developing threat assessment programs within large healthcare systems. The Sigma partnership is crucial to address the unique challenges of violence prevention in the healthcare setting that are not relevant in the traditional campus setting. The DHS award would stress the importance and relevance of preventing radicalization and targeted violence in the healthcare system, encourage key stakeholders to prioritize these efforts, and provide the much-needed funding to create a sustainable threat assessment and management program in our healthcare enterprise.

## **2. Program Design**

**Problem Statement:** USC has an existing Threat Assessment and Management Team that provides training and services to the USC community, but requires additional resources to customize training and services to meet the unique challenges of the Keck Medical Center. We will also improve access to training that will assist community members in the recognition of concerning behaviors, how to report concerns, and the services available to develop appropriate intervention strategies to reduce incidents of radicalization and targeted violence. Access to these resources will significantly impact our ability to extend the reach of threat assessment and management services to the Keck Medical Center.

**Goals:** Establish, expand and/or enhance local targeted violence and terrorism prevention frameworks.

### **Objectives:**

1. Identify and provide intensive training in threat assessment and management to the Threat Assessment Liaisons who serve in key roles throughout the Keck Medical Center.
2. Create an online toolkit of threat assessment and management and active shooter preparedness training at resources that are specific to healthcare settings.
3. Train all Keck Medical Center community members using the online tool kit.



**SHORT TERM OUTCOMES:**

1. Identify key personnel to serve as Threat Assessment Liaisons and provide existing threat assessment and management training
2. Utilize Threat Assessment Liaisons and other on an off campus partners to identify gaps in the current training.
3. Create an online tool kit that provides Threat Assessment and Management and Active Shooter Preparedness training specific to the healthcare setting.

**LONG TERM OUTCOMES:**

4. Train all Keck Medical Center community members using the Threat Assessment and Management and Active Shooter Preparedness training toolkit.
5. Disseminate of USC's Threat Assessment and Active Shooter Training to hospitals and healthcare systems across the nation.
6. Reduce the incidents of targeted violence and radicalization in the healthcare setting.

**CONTEXTUAL FACTORS AND UNDERLYING ASSUMPTIONS:**

USC requires certified and experienced trainers to manage and implement the training program through the enterprise in a standardized fashion. We will require resources provided by the University to include space, personnel costs, and technology resources, to schedule and host in-person and virtual trainings. We have the full support of the Provost's Office to hospital to implement training, to improve the resilience of the hospital and its staff in the event of a Targeted Violence Incident.

**Logic Model:**

**THEORY OF CHANGE:** If key staff (Threat Assessment Liaisons) receive comprehensive training on threat assessment and management, targeted violence and terrorism prevention, and verbal de-escalation, they can assist in creating a culture of reporting that allows for early identification of concerns, low level intervention strategies and positive outcomes for the individuals being assessed and for the broader community.

The details of the Implementation and Measurement Plan are included in Appendix A.

**2. Organization and Key Personnel**

In 2020, USC hired a new Senior Threat Officer, Ms. Kelly Petrey, who is primarily assigned to the Health Science campus. Ms. Petrey's primary charge as Senior. Prior to coming to USC, Ms. Petrey has twenty years of experience in Crisis Management, Behavioral Analysis, and Intelligence, and has a wealth of experience in training and management. As the Program Manager, Ms. Petrey will oversee the implementation of the proposed training program.

Mr. Ben Kallin is Threat Assessment Officer, who is primarily assigned to the University Park campus. Ben has been with the Threat Assessment and Management Office since its inception is 2018. Mr. Kallin has focused his graduate education on Mental Health and Wellness with an emphasis on the prevention and recognition of homicide and suicide risk amongst the K-12 and Higher Education populations. He has wide array of experience in crisis and emergency response, serving on both Critical Incident Stress Debriefing teams and trauma response and recovery teams. Mr. Kallin will assist in the

creation and implementation of the proposed training program.

The Department of Public Safety (DPS) will be an important partner in the delivery of the proposed training. Sergeant Rick Roseli is the DPS training officer and is currently responsible for active shooter preparedness and personal safety training progress as well as on site physical security assessments in the USC spaces.

### **3. Sustainability**

The proposed program will have cascading benefits for USC, as well as university-based hospitals nationwide. Employees receiving certifications and Threat Assessment Liaisons will be more knowledgeable and capable to respond in an emergency and will improve our training procedures for all hospital employees, increasing awareness and ability to respond to radicalized and targeted violence. Once the initial training certifications are acquired and Threat Assessment Liaisons are in place, the program will eventually increase the number of behavioral concerns observed in the healthcare setting and protecting the faculty, staff, students, patients and visitors to our hospitals and healthcare facilities. USC will continue to keep abreast of research and trends, to update and refresh our training protocols.

As a leader in our field, USC also feels the responsibility to share our trainings and programming in healthcare threat assessment with other hospitals and community members. The creation of the threat assessment and management and active shooter preparedness toolkit will be a valuable resource for our colleague un hospital safety and security. We are committed to continuing to provide training through the Association of Threat Assessment Professionals and other professional organizations as well as other institutions and community members going forward. It is our hope that our training program will serve as a model for other hospitals nationwide.

### **4. Budget Detail and Narrative**

<b>Budget Worksheet Budget Category</b>	<b>Federal Request</b>
Personnel	\$52,701
Fringe Benefits	\$16,601
Travel	\$16,000
Supplies	\$10,000
Contractual	\$40,000
Other	\$45,600
Total Direct Costs	\$181,818
Indirect Costs	\$117,586
<b>TOTAL PROJECT COSTS</b>	<b>\$298,488</b>

**TRAVEL (16,000):** The budget for travel includes accommodations and transportation for USC employees to attend off-site trainings related to threat assessment and management, verbal de-escalation and active shooter preparedness.

**SUPPLIES (\$10,000):** This program will necessitate the acquisition of Training Materials including manuals, tablets, and Chromebooks for online learning, as well as office supplies.

**CONTRACTUAL (\$40,000):**

Targeted Violence/Threat Assessment Training (\$20,000): Threat Assessment training would involve a series of contracted speakers, though Sigma Threat Management, coming to our facility and training our designated ThreatAssessors over the course of several days, with 10 students per class to allow for social distancing.

Active Shooter Preparedness Video (\$20,000): The Active Shooter Preparedness video will be specific to surviving active shooter events in the healthcare setting. The video would be created through resources in USC Cinematic Arts program and through contracted video production services.

**OTHER (\$45,600):**

Training to Inform the Development of The Toolkit (\$6,000): Key Personnel will attend training related to current safety and security issues in the healthcare setting to inform the creation and implementation of the threat assessment and management and active shooter preparedness toolkit.

Student Wages (\$39,600): These funds will support a student worker for 20 hours a week to assist with survey creation, data collection, and results analysis.



## Proposed Services

### Behavioral Threat Assessment and Threat Management Training for Team Members

SIGMA can provide behavioral threat assessment training sessions either in-person or through an interactive virtual format. The training services provided by SIGMA are based on the U.S. Secret Service model of threat assessment and threat management, which SIGMA personnel co-authored. SIGMA instructors each have over 20 years of experience working threat assessment cases directly and as well as training others in threat assessment procedures. Together, SIGMA instructors have provided threat assessment training to tens of thousands of law enforcement professionals, mental health professionals, human resource professionals, university administrators, and others. SIGMA can provide training that is highly interactive and customized to the unique needs of personnel who will serve on a threat assessment & threat management team serving the needs of the hospital.

SIGMA recommends at least a full day (7 hours) of training to ensure a comprehensive understanding of behavioral threat assessment, gain practice in using threat assessment and management procedures through tabletop exercises, and learn how to develop, operate, and sustain a threat assessment program in a hospital setting. SIGMA can also provide a 4-hour version of the same training, which we recommend for participants who have some prior experience serving on a TAM team and/or handling threat investigations.

SIGMA's 7-hour TAM training typically covers the following topics:

- Understanding Different Types of Violence
- Major Facts about Targeted Violence
  - Data from US Secret Service on targeted violence
  - Data from FBI research on Active Shooter incidents
- Pathway to Violence and Pre-Attack Behaviors
- Implications for Prevention
- Case Study of Targeted Attack
- Building a Threat Assessment Program
- Steps in the Threat Assessment and Management Process
  - Screening Cases
  - Gathering Information
  - Analyzing Information
  - Making an Assessment
  - Developing and Implementing a Threat Management Plan
  - Re-Assessing
  - Closing the Case
- Other Things We Can Do to Prevent Violence

### Recorded Training to Encourage Reporting to the Threat Assessment and Threat Management Team

SIGMA can provide a brief recorded training session to be viewed by hospital employees that explains the threat assessment & threat management team, provides motivation and rationale behind why it is important to report threatening behavior to the team, and explains what happens after a report is made. The recorded training will include specific guidance on how information can be submitted to the team.

### Behavioral Threat Assessment and Management Investigative Guide

SIGMA can create a comprehensive guide on how to run threat assessment and threat investigations from start to finish, in a step-by-step and easy-to-understand format. The investigative guide will be customized for a hospital-based threat assessment & threat management team. The guide will include sample threat assessment and management policies, interview forms, screening worksheets, and full threat assessment investigative worksheets. It will also include guidance on how to encourage hospital staff to reports threatening behavior and how to do so.

## Fee Schedule and Rationale

SERVICE	FEE
<b>Behavioral Threat Assessment and Management Training</b>	
In-Person Training - fee per 7-hour session	\$8,500
Virtual Training – fee per 7-hour session	\$7,500
In-Person Training - fee per 4-hour session	\$7,750
Virtual Training – fee per 4-hour session	\$6,750
<b>Recorded Training to Encourage Reporting</b>	
15-minute recording	\$2,500
30-minute recording	\$5,000
<b>Threat Assessment and Management Investigative Guide</b>	\$25,000

The fees quoted for behavioral threat assessment training are based on an hourly rate of \$250 for training curriculum and content development (23 hours) and delivery (7-hour session or 4-hour session). The in-person training fees are \$1000 higher to cover travel costs for one instructor.

The fees quoted for the recorded training are based on an hourly rate of \$250 with ten hours of preparation and recording for a 15-minute video and 20 hours of preparation and recording for a 30-minute video.

The fee quoted for the investigative guide is based on an hourly rate of \$250 and 100 hours of preparation.

## About SIGMA

Sigma Threat Management Associates, LLC (“SIGMA”) is a certified woman-owned small business that provides training and consultation in violence prevention, threat assessment, and trauma-informed investigations to hospitals, higher education institutions, K-12 schools, corporations, executive protection details, private security companies, and law enforcement agencies. SIGMA has been in business for over ten (10) years and has extensive experience developing threat assessment curricula and providing threat assessment and threat management training and consultation throughout the United States, including statewide projects for government agencies in Texas, Tennessee, Kentucky, Vermont, and Virginia.

**Full Legal Name and Address:**

SIGMA Threat Management Associates LLC  
1800 Diagonal Rd, Suite 662  
Alexandria VA 22314

**Type of Legal Entity**

Limited Liability Company (LLC)

**Federal Employee Identification Number**

(b)(6)

**DUNS Number:**

116949899

**Person authorized to discuss proposal**

Marisa R. Randazzo, Ph.D.

(b)(6)

**Sole owner of SIGMA**

Marisa R. Randazzo, Ph.D.





## Sigma Threat Management Associates Bio

**Marisa R. Randazzo, Ph.D.**

**Chief Executive Officer and Founder  
SIGMA Threat Management Associates LLC**

(b)(6)



Dr. Marisa Randazzo is Chief Executive Officer and founder of SIGMA Threat Management Associates LLC. In this capacity she oversees all of SIGMA's threat assessment training and consulting operations as well as strategic initiatives, providing daily management and visionary leadership to all of SIGMA's work. She is recognized internationally as an expert on threat assessment & threat management, school shootings and other types of targeted violence, and protective intelligence investigations. She also serves as Director of Threat Assessment for Georgetown University. Previously, Dr. Randazzo served for ten years with the U.S. Secret Service, most recently as the agency's Chief Research Psychologist. Among her various responsibilities, she co-directed the *Safe School Initiative*, the landmark federal study of school shootings that was conducted jointly by the U.S. Secret Service and U.S. Department of Education. Dr. Randazzo is an accomplished presenter and instructor on threat assessment investigations, having trained over 15,000 professionals in law enforcement, management, administration, mental health, and the intelligence community throughout the United States, Canada, and the European Union. Her research is used in the federal, state, and local law enforcement communities and has been credited in the media with preventing planned attacks. She is co-author of two leading books on threat assessment: *The Handbook for Campus Threat Assessment and Management Teams* (2008) and *Implementing Behavioral Threat Assessment on Campus: A Virginia Tech Demonstration Project* (2009); both books are referenced as best-practice resources in several federal guides on emergency planning and in an American National Standard. Dr. Randazzo has testified before Congress and has been interviewed by major television, radio, and print news outlets, including *60 Minutes*, *Good Morning America*, *Nightline*, *Today*, the *Early Show*, *48 Hours*, *Dateline NBC*, *MSNBC*, the *New York Times*, *Esquire Magazine*, *Redbook Magazine*, and *National Public Radio*. She currently serves on the editorial board of the *Journal of Threat Assessment & Management*. She has also published under her maiden name, Marisa Reddy. Dr. Randazzo received her Ph.D. and Master's degree from Princeton University in Social Psychology, and a B.A. in Psychology and Religion from Williams College. Dr. Randazzo was awarded the Williams College Bicentennial Medal for her work in preventing violence and was recently honored as a Distinguished Alumna of the Spence School. Dr. Randazzo has served as a subject matter expert in testimony before Connecticut Governor Dannel Malloy's Sandy Hook Advisory Commission, as a reviewer for the White House's federal Guides to High Quality Emergency Plans (for schools, for higher education institutions, and for houses of worship), and as a member of the American Psychological Association's Expert Panel on Preventing Gun Violence.



## COLLEGES AND UNIVERSITIES RATE AGREEMENT

EIN:

DATE:07/06/2020

ORGANIZATION:

FILING REF.: The preceding  
agreement was dated  
03/15/2019

University of Southern California  
University Park  
Los Angeles, CA 90089-0011

The rates approved in this agreement are for use on grants, contracts and other agreements with the Federal Government, subject to the conditions in Section III.

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### SECTION I: INDIRECT COST RATES

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RATE TYPES:      FIXED                  FINAL                  PROV. (PROVISIONAL)      PRED. (PREDETERMINED)

#### EFFECTIVE PERIOD

<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE (%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
PRED.	07/01/2016	06/30/2020	65.00	On-Campus	Organized Res.
PRED.	07/01/2016	06/30/2020	26.00	Off-Campus	Organized Res.
PRED.	07/01/2016	06/30/2020	45.00	On-Campus	Instruction
PRED.	07/01/2016	06/30/2020	26.00	Off-Campus	Instruction
PRED.	07/01/2016	06/30/2020	30.50	On-Campus	Other Spon Act
PRED.	07/01/2016	06/30/2020	26.00	Off-Campus	Other Spon Act
PRED.	07/01/2016	06/30/2020	26.00	Off-Campus	Info Sci Inst
PRED.	07/01/2016	06/30/2020	26.00	Off-Campus	Ctr Creative Tech
PROV.	07/01/2020	Until Amended		(1)	

\*BASE

ORGANIZATION: University of Southern California

AGREEMENT DATE: 7/6/2020

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(1) Use the same rates and conditions as those cited for fiscal year ending June 30, 2020.

\*BASE: Modified total direct costs, consisting of all direct salaries and wages, fringe benefits, materials, supplies, services, travel and up to the first \$25,000 of each subaward (regardless of the period of performance of the subawards under the award). Modified total direct costs shall exclude equipment, capital expenditures, charges for patient care, tuition remission, rental costs of off-site facilities, scholarships, and fellowships as well as the portion of each subaward in excess of \$25,000.

The off-campus base shall exclude facilities rental costs and operations and maintenance expenses from the direct cost items of materials and supplies and services.

ORGANIZATION: University of Southern California

AGREEMENT DATE: 7/6/2020

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**SECTION I: FRINGE BENEFIT RATES\*\***

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<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE (%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
FIXED	7/1/2020	6/30/2021	28.60 (1)	All	All Employees
FIXED	7/1/2020	6/30/2021	8.60 (2)	All	Info. Sci. Instit.
FIXED	7/1/2020	6/30/2021	7.70 (2)	All	Ctr. Creative Tech.
FIXED	7/1/2020	6/30/2021	23.50 (3)	All	Post Doc.
PROV.	7/1/2021	Until amended			Use same rates and conditions as those cited for fiscal year ending June 30, 2021.

\*\* DESCRIPTION OF FRINGE BENEFITS RATE BASE:

(1) Direct salaries and wages including vacation, holiday, and sick pay of faculty and staff personnel only. Rate does not apply to student employees, Research Assistants or Teaching Assistants.

(2) Direct salaries and wages excluding all fringe benefits.

(3) Direct salaries and wages including vacation, holiday and sick pay. This rate is applicable for post docs who received their hire notification after 7/1/12.

ORGANIZATION: University of Southern California

AGREEMENT DATE: 7/6/2020

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## **SECTION II: SPECIAL REMARKS**

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### TREATMENT OF FRINGE BENEFITS:

This organization uses a fringe benefit rate which is applied to salaries and wages for both budgeting and charging purposes for Federal projects. The following fringe benefits are included in the fringe benefit rate:

SOCIAL SECURITY, RETIREMENT PLANS, HEALTH AND DENTAL, UNEMPLOYMENT, WORKERS COMPENSATION, SABBATICAL LEAVE, EMPLOYEE TUITION REMISSION, LIFE INSURANCE, AND MISCELLANEOUS EMPLOYEES SERVICES. A separate rate is also applied for the Information sciences Institute and the Centers for Creative Technologies for vacation and personal days off.

### TREATMENT OF PAID ABSENCES

Vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are claimed on grants, contracts and other agreements as part of the normal cost for salaries and wages. Separate claims for the costs of these paid absences are not made except for paid absences that have been earned but not taken when an individual separates from the university prior to the completion of the grant, contract or other agreement.

The cost of vacation and personal days off are included in the Information Sciences Institute and the Centers for Creative Technologies fringe benefit rates. Federal projects must be credited for salaries and wages for periods when employees are on vacation or personal days off. Holiday, sick leave pay, and other paid absences are included in salaries and wages and are charged to Federal projects as part of the normal charge for salaries and wages.

ORGANIZATION: University of Southern California

AGREEMENT DATE: 7/6/2020

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DEFINITION OF OFF-CAMPUS: A project is considered off-campus if the activity is conducted at locations other than in University owned or operated facilities and indirect costs associated with physical plant and library are not considered applicable to the project.

Projects conducted partially on-campus and partially off-campus: Actual costs will be apportioned between on-campus and off-campus sites consistent with where the work is performed and each portion will bear the appropriate on-campus or off-campus rate.

#### DEFINITION OF EQUIPMENT

Equipment is defined as tangible nonexpendable personal property (including information technology systems) having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

The rates relating to the Information Sciences Institute (ISI) and Centers for Creative Technologies (CCT) are effective for the periods identified in the negotiation agreement provided that the ISI and CCT funding or costing mechanisms now in place remain unchanged.

This rate agreement updates the fringe benefit and leave rates only.

#### NEXT PROPOSAL DUE DATE

The next fringe rate proposal based on actual costs for the fiscal year ending 6/30/20, will be due no later than 12/31/20.

ORGANIZATION: University of Southern California  
AGREEMENT DATE: 7/6/2020

### SECTION III: GENERAL

#### A. LIMITATIONS:

The rates in this Agreement are subject to any statutory or administrative limitations and apply to a given grant, contract or other agreement only to the extent that funds are available. Acceptance of the rates is subject to the following conditions: (1) Only costs incurred by the organization were included in its facilities and administrative cost pools as finally accepted; such costs are legal obligations of the organization and are allowable under the governing cost principles; (2) The same costs that have been treated as facilities and administrative costs are not claimed as direct costs; (3) Similar types of costs have been accorded consistent accounting treatment; and (4) The information provided by the organization which was used to establish the rates is not later found to be materially incomplete or inaccurate by the Federal Government. In such situations the rate(s) would be subject to renegotiation at the discretion of the Federal Government.

#### B. ACCOUNTING CHANGES:

This Agreement is based on the accounting system purported by the organization to be in effect during the Agreement period. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this Agreement require prior approval of the authorized representative of the cognizant agency. Such changes include, but are not limited to, changes in the charging of a particular type of cost from facilities and administrative to direct. Failure to obtain approval may result in cost disallowances.

#### C. FIXED RATES:

If a fixed rate is in this Agreement, it is based on an estimate of the costs for the period covered by the rate. When the actual costs for this period are determined, an adjustment will be made to a rate of a future year(s) to compensate for the difference between the costs used to establish the fixed rate and actual costs.

#### D. USE BY OTHER FEDERAL AGENCIES:

The rates in this Agreement were approved in accordance with the authority in Title 2 of the Code of Federal Regulations, Part 200 (2 CFR 200), and should be applied to grants, contracts and other agreements covered by 2 CFR 200, subject to any limitations in A above. The organization may provide copies of the Agreement to other Federal Agencies to give them early notification of the Agreement.

#### E. OTHER:

If any Federal contract, grant or other agreement is reimbursing facilities and administrative costs by a means other than the approved rate(s) in this Agreement, the organization should (1) credit such costs to the affected programs, and (2) apply the approved rate(s) to the appropriate base to identify the proper amount of facilities and administrative costs allocable to these programs.

BY THE INSTITUTION:

University of Southern California

ON BEHALF OF THE FEDERAL GOVERNMENT:

DEPARTMENT OF HEALTH AND HUMAN SERVICES

(b)(6)

(b)(6)

(SIGNATURE)

James Staten

(NAME)

Senior VP, Finance &  
Chief Financial Officer

(TITLE)

July 8, 2020

(DATE)

(SIGNATURE)

Arif Karim

(NAME)

Director, Cost Allocation Services

(TITLE)

7/6/2020

(DATE) 7148

HHS REPRESENTATIVE: Patrick Smith

Telephone:

(b)(6)

## Appendix A

<b>Organization Name</b>	The University of Southern California
<b>Project Title</b>	<u>Developing and Implementing Threat Assessment and Management in the Healthcare Enterprise</u>
<b>Grant Number</b>	DHS-21-TTP-132-00-01
<b>Grant Implementation Period</b>	FY21

### Project Goal Statement

To expand the University of Southern California's Threat Assessment and Management Services by creating a web-based tool kit of Threat Assessment and Active Shooter Preparedness training materials that are specific to the healthcare setting.

### Target Population

Initially, the Keck Medical Center community would be the primary beneficiary of this program. This community includes 711 Faculty Physicians, 1210 Total Nursing Staff, 26 Physician Assistants (PAs), 4226 Total Staff, more than 900 Residents and Fellows and 762 Medical Students. Long term goals for this program would make the toolkit available to healthcare systems across the Nation.

### Goal IMPLEMENTATION PLAN

<b>Objectives</b>	<b>Activity</b>	<b>Inputs/Resources</b>	<b>Time Frame</b>	<b>Anticipated Outputs</b>
<i>Objective 1: Create a cadre of Threat Assessment Liaisons in key positions throughout Keck Medical Center</i>	<i>Activity 1.1 Identify key personnel to serve as Threat Assessment Liaisons and provide existing threat assessment and management training</i>	<i>Federal and local law enforcement resources, USC DPS training materials, Sigma Threat Assessment Team, input from Threat Assessment Liaisons</i>	<i>1<sup>st</sup> and 2<sup>nd</sup> month</i>	<i>Identifying approximately 100 key stakeholders to pilot the Threat Assessment Liaison program.</i>
	<i>Activity 1.2 Utilize Threat Assessment Liaisons to revise current threat</i>	<i>Federal and Local law enforcement resources, USC DPS, Threat</i>	<i>3<sup>rd</sup> and 4<sup>th</sup> month</i>	<i>Threat Assessment Liaisons who are knowledgeable of</i>



	assessment and management training to be relevant to the healthcare setting	Assessment Team, Threat Assessment Liaisons		threat assessment and management practices and provide feedback on gaps to inform Activity 2.1.
Objective 2: Create an online toolkit of threat assessment and active shooter preparedness resources specific to the healthcare setting.	Activity 2.1 Develop healthcare specific training materials to include narrated PowerPoints and training videos on identifying concerning behavior, reporting concerns, verbal de-escalation techniques, and utilizing University resources for support.	Federal and local law enforcement resources, USC DPS, Threat Assessment Team, Sigma Threat Associated	5 <sup>th</sup> - 18 <sup>th</sup> months	A web-based tool kit that provides threat assessment resources for the prevention of targeted and radicalized violence in the USC healthcare setting.
	Activity 2.2 Creation of a healthcare specific active shooter preparedness video.	Federal and local law enforcement resources, USC Cinematic Arts program, Video production vendors, Sigma Threat Management	5 <sup>th</sup> - 18 months	Video

Objective 3: Train the entire Keck Medical Center using the online tool kit.	Activity 3.1 Deliver the training through New Employee Orientation, New Student Orientation, Department meetings, Professional Associations and Student Organizations	USC Human Resources, Keck Deans, Directors and Department Heads	19 <sup>th</sup> - 23 <sup>h</sup> months	To train the more than 6,000 Keck Medical Center staff, Increased number of reports of concerning behavior to the Threat Assessment Team
	Activity 3.2 Utilize user feedback to improve upon the toolkit and share with other local and national healthcare systems,	Keck Medical Center Faculty, Staff, Students, Threat Assessment and Management, USC DPS, Sigma Threat Services	24 <sup>th</sup> months	A web-based tool kit that provides threat assessment resources for the prevention of targeted and radicalized violence in the healthcare setting, nationally.

#### Goal MEASUREMENT PLAN

Activity#		Data Collection Method and Timeframe	
Performance Measures			
1.1.	Number of Threat Assessment Liaisons	Number of Liaisons who complete training, 1 <sup>st</sup> and 2 <sup>nd</sup> months	
1. 2	Threat Assessment Liaison Training Evaluation Feedback specific to gaps in healthcare settings.	Approximately 100 Threat Assessment Liaisons who complete training, 3 <sup>rd</sup> and 4 <sup>th</sup> months	
2.1	Web based tool kit created and assessed by users	5 <sup>th</sup> - 18 months	
2.2	Active Shooter Preparedness in the Healthcare setting video	5 <sup>th</sup> - 18 <sup>th</sup> months	

3.1	<i>Delivered training,</i>	<i>HR Training System, 19<sup>th</sup> - 23<sup>rd</sup> months</i>
3.2	<i>Posted web based took kit.</i>	<i>24<sup>th</sup> month</i>

**The Department of Homeland Security (DHS)**  
**Fiscal Year 2021 Targeted Violence and Terrorism Prevention (TVTP)**  
**GrantProgram Application**

**Funding Opportunity Number:** DHS-21-TTP-132-00-01

**Applicant:**

The University of Southern California  
1441 Eastlake Avenue,  
Los Angeles, CA 90089

**Replication Track:**

Promising Practices: Single Project Track

**Title:** Developing and Implementing Threat Assessment and Management in the  
Healthcare Enterprise

**Funds Requested:** \$**298,488**

The University of Southern California is proposing to expand our Threat Assessment and Management Training and Services and Active Shooter training program throughout our healthcare enterprise. This will be accomplished through the creation of certified Threat Assessment Liaisons who are selected from key roles throughout the Keck Medical system to learn about threat assessment and management and promote the identification and reporting of concerning behaviors that occur in their workspace. These reports will be directed to a focused Threat Assessment and Management Team who is fully trained in the identification and management of potential threats and threatening behavior. Our Threat Assessment Liaisons and Threat Assessment Team will attend Behavior Based Threat Assessment and Targeted Violence Prevention Training, Verbal De-Escalation Training, and Active Shooter Preparedness and Response Training. These training protocols will be specific to the unique circumstances of healthcare systems to include a hospital-based Active Shooter Preparedness training video. Ultimately, we will develop a threat assessment and active shooter prevention tool kit, specific to the healthcare setting that can be utilized by local and national healthcare systems.

# EMW-2021-GR-APP-00119

## Application Information

**Application Number:** EMW-2021-GR-APP-00119

**Funding Opportunity Name:** Fiscal Year (FY) 2021 Targeted Violence and Terrorism Prevention (TVTP)

**Funding Opportunity Number:** DHS-21-TTP-132-00-01

**Application Status:** Pending Review

## Applicant Information

**Legal Name:** University of Southern California

**Organization ID:** 3342

**Type:** Private Institutions of Higher Education

**Division:**

**Department:**

**EIN:** (b)(6)

**EIN Shared With Organizations:**

**DUNS:** 072933393

**DUNS 4:**

**Congressional District:** Congressional District 33, CA

## Physical Address

**Address Line 1:** 3720 S. Flower Street, CUB 301-30

**Address Line 2:** [Grantee Organization > Physical Address > Address 2]

**City:** Los Angeles

**State:** California

**Province:**

**Zip:** 90089-0701

**Country:** UNITED STATES

## Mailing Address

**Address Line 1:** 3720 S. Flower Street, CUB 301-30

**Address Line 2:** [Grantee Organization > Mailing Address > Address 2]

**City:** Los Angeles

**State:** California

**Province:**

**Zip:** 90089-0701

**Country:** UNITED STATES

## SF-424 Information

### Project Information

**Project Title:** Developing and Implementing Threat Assessment and Management in the Healthcare Enterprise

**Program/Project Congressional Districts:** Congressional District 34, CA

**Proposed Start Date:** Fri Oct 01 00:00:00 GMT 2021

**Proposed End Date:** Sat Sep 30 00:00:00 GMT 2023

**Areas Affected by Project (Cities, Counties, States, etc.):** N/A

## Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$298488
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
<b>Total Funding</b>	<b>\$298488</b>

**Is application subject to review by state under the Executive Order 12373 process?** Program is not covered by E.O. 12372.

**Is applicant delinquent on any federal debt?** false

## Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Katie Rountree	(b)(6)		Authorized Official Primary Contact Signatory Authority
Karen Young			Secondary Contact

## SF-424A

### Budget Information for Non-Construction Programs

**Grant Program:** Targeted Violence and Terrorism Prevention Grant Program

**CFDA Number:** 97.132

Budget Object Class	Amount
Personnel	\$52701
Fringe Benefits	\$16601
Travel	\$16000
Equipment	\$0
Supplies	\$10000
Contractual	\$40000
Construction	\$0
Other	\$45600
Indirect Charges	\$117586
<b>Non-Federal Resources</b>	<b>Amount</b>
Applicant	\$0
State	\$0
Other	\$45600
<b>Income</b>	<b>Amount</b>
Program Income	\$0

**How are you requesting to use this Program Income?** [\$budget.programIncomeType]

**Direct Charges Explanation:**

**Indirect Charges explanation:**

## Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$	\$	\$	\$
Non-Federal	\$	\$	\$	\$

## Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$	\$	\$	\$

Remarks:

# SF-424C

## Budget Information for Construction Programs

## Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Katie Rountree

Signed Date: Tue May 25 16:55:48 GMT 2021

Signatory Authority Title: Associate Director

## Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Katie Rountree

Signed Date: Tue May 25 16:55:48 GMT 2021

Signatory Authority Title: Associate Director

## Disclosure of Lobbying Activities

Form not applicable? true

Signatory Authority Name: Katie Rountree

Signed Date:

Signatory Authority Title: